

Agency Accountability Report

Fiscal Year 2013-2014

Bryan P. Stirling, Director

September 15, 2014

AGENCY NAME:	South Carolina Department of Corrections		
AGENCY CODE:	N04	SECTION:	065

AGENCY'S DISCUSSION AND ANALYSIS

Operations

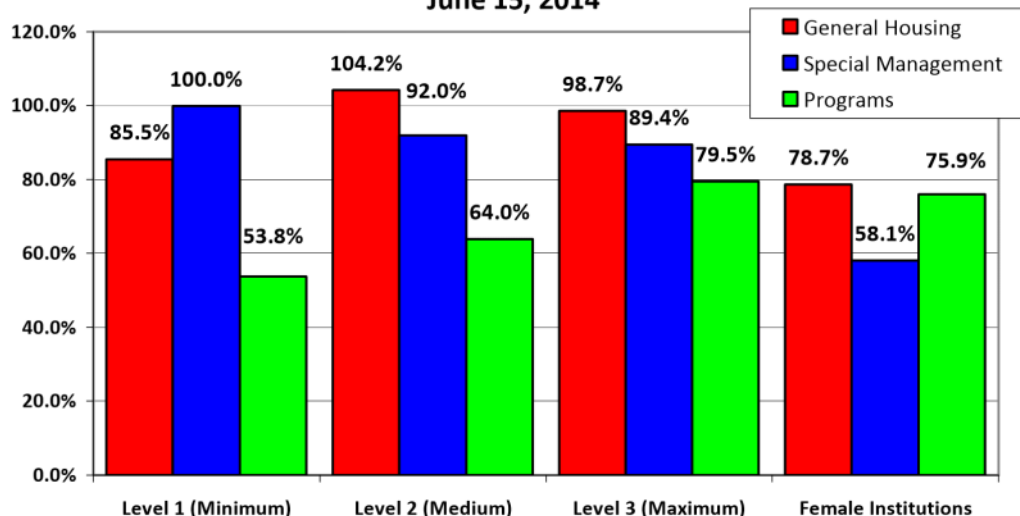
MAXIMIZE BEDSPACE UTILIZATION: The Bedspace Utilization Committee continues to monitor the inmate population data, review options for either re-designating beds in Level 2 and 3 institutions and consider the construction of additional Level 2 and 3 beds, or construction of a new high security prison. Agency statistical data shows a reduction in the overall average daily inmate population over the past four years of 2,290 (9.5%). See Chart 1 below.

CHART 1: SCDC Average Daily Facility Count per Month
July 2010 - June 2014



The most dramatic reduction has been in the Level 1 (minimum security) population, which allowed the Agency to close two and one half Level 1 institutions and consolidate those operations at remaining facilities. However, it is anticipated that the reduction in the Level 1 population will level off, while the Level 2 and 3 (medium/maximum) security populations will begin to increase. Currently in our general population Level 2 and 3 institutions we triple-cell approximately 1,000 inmates. The utilization of restrictive housing beds (special management units) in the Level 2 and 3 institutions is being reviewed with plans of reassigning approximately 50% of these beds (200) for general population purposes. See Chart 2 below.

CHART 2: Bedspace Utilization Rates by Housing Type
June 15, 2014



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ADDRESS ILLEGAL INMATE CELLULAR PHONE USAGE: A committee was formed to review the best technology available for combating illegal cell phones in South Carolina prisons and continues to be active in its search for a product or products whose technology functions at a high degree of effectiveness. The committee consists of the Inspector General, Chief of Security and Deputy Director for Programs and Services. This committee has had several companies demonstrate their products to determine the appropriate technology relative to this matter.

The Agency continues to use the CEIA Magneto Static Detector with success in locating illegal cellular phones on inmate's person as well as those hidden in mattresses and other items. In addition to this technology being assigned to the institutions, the Agency Search Team utilizes this technology daily as they visit and conduct unannounced searches at institutions throughout the state.

While we are anxious to identify and obtain effective equipment it is important that we not expend funds on technology that will be quickly outdated or equipment that the purchase does not include future proofing. We have an obligation to the taxpaying citizens to get the most for their tax dollars.

SECURITY CAMERA PROJECT: Phase I of the camera projects is coming to a close. Currently, there have been a total of 43 DVR's, 47 PTZ cameras, and 248 still cameras installed and are operational in a number of institutions. Two DVR's are yet to be installed. The installation of the Phase II cameras (changing from analog to IP cameras), will be underway as soon as all the cameras and NVR's are received (the bid for the Phase II cameras has been awarded and the cameras are beginning to come in). Total cameras and NVR's in the Phase II are: 18 NVR's, 32, IP PTZ cameras and 93 IP fixed cameras.

BROAD RIVER COMPLEX GATE SECURITY: After many years of non-use and because of growing concerns about the continued influx of contraband into our prisons, the main gate to the Broad River Complex was re-opened and staffed with armed security 24/7. Employee identification card scans were installed for both in-coming and out-going traffic to the Complex. Also, visitors and vendors are signed in and out of the Complex and random searches are conducted with drug detection dogs at this entry point. It is expected that these measures will help reduce outside contraband from entering the Complex.

VIRTUAL VISITATION: SCDC plans to initiate a pilot test of virtual visitation. Virtual visitation will enable families who live geographically distant from an inmate to access an additional method of visitation that decreases family burden for travel and that may also positively impact inmate behavior, as well as reduce the amount of illegal contraband entering the prison system. This new video visitation is meant to supplement rather than supplant face-to-face visits, phone calls, and other forms of contact.

The current pilot test of this concept will take place with inmates being housed in the Broad River Road and Camille Graham facilities who have family members residing in the Low Country. This represents a convenience sample for research purposes. The Coastal Pre-Release Center, an unfenced institution in North Charleston, affords the opportunity for visitors to access the technology necessary for virtual visitation with an inmate in the two Columbia-based SCDC institutions.

Anticipated start date for the pilot is December 1, 2014. GTL will be the preferred vendor for the pilot. GTL currently provides telephone services for SCDC inmates and has the equipment necessary for virtual visitation services to be offered at the Broad River, Graham, and Coastal locations. The two Columbia area SCDC institutions will have equipment installed in visitation rooms, and the use of virtual visitation from Monday through Thursday will allow for modicum of privacy (face-to-face visits only occur Friday through Sunday). The pre-release center is working out the final details that will

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additional institutions to be total portal due to discussions of utilizing time clocks. While the Agency continues to study the use of time clocks, we will continue to pursue having additional employees accomplish their time input using MySCEmployee.

MORE EFFICIENT UTILIZATION OF RESOURCES: Proviso 89.89 states that during the current fiscal year, whenever classified FTE's become vacant because of employee retirements, it is the intent of the General Assembly that state agencies should realize personnel costs savings of at least twenty-five (25) percent in the aggregate when managing these vacant positions. The 25% goal for the 96 positions vacated For FY 13-14, as a result of retirees and the 77 positions vacated by retirees in FY 12-13, that were not filled until after July 1, 2013, was \$685,214. The Agency actually saved \$809,546, which is an additional 18.1% above our goal.

The Agency continued its efforts to save dollars by requiring certain positions to remain vacant for up to 42 days before they could be announced and filled. Critical care positions, i.e., correctional officers, corporals, and entry level food service positions, were not part of this vacancy cost tracking. Of the 329 positions that became vacant July 1, 2013, through June 1, 2014, 182 positions were filled using the 42 day wait, which resulted in a savings of \$2,862,298. Beginning at the end of FY14, nurses and certain other medical staff have been exempted from the 42 day wait.

The Agency is committed to the reduction of expenditures through innovation and continuous monitoring. After ending FY 13, the Agency was able to carry-forward funds in the amount of \$9,045,875, which were spent on critical security, safety, and medical needs. The Agency is predicting carry-forward savings for FY 14 of approximately \$5 million to be used for critical mental health needs in FY 15.

Programs and Services

IMPLEMENT EMPLOYABILITY SKILLS CURRICULUM: As of May 31, 2014, 94 student inmates from 9 different institutions completed the employability skills curriculum. More than 500 students participated in this curriculum; however, only 94 certificates were awarded. Those who received a certificate satisfied all components of the curriculum. The initial focus was on those inmates who were closest to being released. However, moving into the next year, we anticipate reaching the goal of 500 students completing the curriculum.

VIRTUAL HIGH SCHOOLS: Virtual High School (VHS) opportunities now exist at all 9 EFA schools. The high school transcript of each EFA student is evaluated to determine the best track (GED vs High School Diploma through VHS) for the student. Very few of our students benefit from this opportunity because they do not earn enough Carnegie units prior to being incarcerated.

VOCATIONAL TRAINING: We are on pace to surpass last year's attainment of 2,659 vocational certificates by June 30th. There were 2,497 vocational certificates awarded through May 31st within 41 vocational programs.

ON THE JOB TRAINING PROGRAM: We surpassed the FY 2013 number of 702 OJT certificates and as of May 31st, 1,105 OJT certificates have been awarded. These OJT awards are intended to increase an inmate's marketability upon release.

STATEWIDE ROOFING AND PAVING REPLACEMENT RENOVATIONS PROJECT: SCDC continues with this objective as funding is made available. SCDC supervised inmate work forces for the replacement of 78,600 square feet of roofing systems on Agency correctional institutions and support buildings statewide. This was accomplished at a cost of \$196,500, thus saving tax payers approximately

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\$589,500. This fiscal year, SCDC purchased paving equipment and will now begin the training/credentialing program through the Division of Education. The Agency is currently awaiting additional funding to obtain the paving materials to continue the objective of replacement/resurfacing of the most critical security perimeter roads, institutional entrance roads and parking lots.

CERTIFICATION/LICENSING OF MAINTENANCE PERSONNEL: Due to staff turnover and the long-term commitment for water/waste water licensing, the goal to have all employees certified is ongoing. We continue to obtain appropriate permits for new institutional maintenance personnel at the facilities requiring water/waste water licensing. SCDC has obtained the following licenses from LLR for inmates and employees: Three (3) employee licenses for pest control; three (3) employee supervisor and five (5) inmate supervisor licenses for asbestos; nineteen (19) licenses for institutional maintenance employees for water and wastewater and six (6) trainee licenses; and, one (1) inmate licensed as a wastewater operator with two (2) inmates licensed as trainees for wastewater operations. Inmates who achieve this licensure before maxing out, are able to take this trade with them to the street which makes them much more employable and gives them a better chance of being successful on the street.

ENERGY EFFICIENCY MEASURES: SCDC received a \$102,156.83 savings for FY 12-13 with the standby generators at Kershaw and Lee Correctional Institution. SCDC installed the M2G Boiler Controls Systems at Kirkland, MacDougall, McCormick and Leath Correctional Institutions. A pilot program with data loggers was performed at Leath Correctional Institution from December 1, 2013 through January 11, 2014, which showed a boiler run time reduction of 6.6% and a reduction of the boiler cycling of 42.1%. Year 4 of the Guaranteed Energy Performance Contract with Johnson Controls shows a cost avoidance of \$1,483,163 (January – December 2013). Cost savings from utilizing interruptible natural gas competitive rate compared to firm rate for the period of May 2013 through April 2014, totaled \$277,882.34. Transportation of Natural Gas to five SCDC institutions resulted in savings of \$24,377.90.

General Counsel

LEVEL I LAW LIBRARIES: All Level I automated law libraries have been installed. Eleven PCs were installed at ten institutions, plus one was added in D-Dorm at Kirkland Reception and Evaluation Center with two more being added at Perry Correctional Institution.

SCDC has undertaken a full review of its provision of mental health care to inmates partially in response to the Order in Protection and Advocacy v. SCDC. SCDC will evaluate all levels of dealing with offenders with mental illness in order to improve outcomes. SCDC is also working with outside experts and the plaintiffs from the lawsuit to further identify areas in need of improvement.

RECORDS MANAGEMENT INITIATIVE: Through continued efforts of the Records Management Team, SCDC institutions are becoming compliant with Agency retention schedules. Eight additional institutions were brought into compliance this fiscal year. SCDC has also hired an ADA/records manager who came on board May 2, 2014. To ensure continued compliance with records management, an audit instrument will be developed by November 2014 and all SCDC institutions/divisions will be audited by May 2015. The Office of General Counsel also conducted records management training for institutional/divisional records managers and wardens. The General Counsel's Office will continue to conduct annual training for this target audience.

AUTOMATE INMATE REQUEST SYSTEM: On March 31, 2014, SCDC implemented a state-wide Automated Request to Staff system. To-date, inmates have entered 222,697 requests with 205,095 being completed; which gives SCDC an 83.34% completion rate.

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Inspector General

OCCUPATIONAL SAFETY AND WORKERS' COMPENSATION: SCDC reduced its Workers' Compensation claims from a high of 543 in FY 05-06 to an historic low of 185 claims for FY 12-13. Currently SCDC has filed 193 claims for FY 13-14 indicating slight increase in claims, however, according to data provided by the State Accident Fund, the cost of these claims are expected to be significantly less than the cost of claims in FY 12-13 and our experience rating is expected to drop. Workers' Compensation Premium for FY 13-14 has not been officially tabulated but it is estimated to continue at the current annual premium (\$8.4 million) for next year.

Health Services

PHARMACY: Implemented automatic refill of medications for inmates in January 2014. This assists inmates by not having delays or gaps in medication administration of chronic medications. Automatic refills has also saved time due to the fact that not every refill has to be manually entered by pharmacy staff. Implemented P-Card for facilities to purchase emergency medications. This process has reduced the need for officers to leave the institution to come to Columbia to pick up medications, i.e. saved 4 hours roundtrip for Evans CI. In May 2014 began Pharmacy Student Internship Program with SC School of Pharmacy and Presbyterian College. The program assists with duties in the pharmacy and special projects, and is a good recruiting tool. The use of interns come at no cost to the agency during the months assigned, and provides 40 hours a week in staff hours saved.

MENTAL HEALTH: Began using the DSM-V for all ATU programs. Using the DSM-V has resulted in three out of four ATU program site review audits in 2014 showed 100% compliance, with accuracy in diagnosing during their program annual/site reviews since the implementation of the program. Revised the DHO process for consideration of alternative sanctions for offenders with mental health psychiatric conditions. Conducted Crisis Intervention Training for 25 officers through NIC. This training has been effective in de-escalating of 12 situations since the training. The Self Injurious Behavior (SIB) unit opened in July 2014, and there have been no current SIB inmates in lock-up status within the program. There has also been no incidents of cutting requiring medical attention outside of SCDC. We have hired three clinical psychologists to support the mental health regions.

DENTAL: Installed a Digital Panorex machine in dental. This equipment increases diagnostic capability of dentists and reduces the number of outside provider transports for this procedure/test.

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Inmate on Inmate Assaults (Serious Injury Results)	69	68	65	July 1 - June 30	Governor's Dashboard	Annually	Count number of Management Information Notes (MINs) in Mainframe that contain the code for Inmate on Inmate Assault that resulted in a serious injury.	1.4.2
			-1.45%	-5.00%					
2	Inmate on Staff Assaults (Serious Injury Results)	24	15	14	July 1 - June 30	Governor's Dashboard	Annually	Count number of Management Information Notes (MINs) in Mainframe that contain the code for Inmate on Staff Assault that resulted in a serious injury.	1.4.3
			-37.50%	-5.00%					
3	Level 1 Bed Utilization	80.00%	78.50%	85.00%	July 1 - June 30	Fiscal Year Average Bed Utilization Report - Information comes from Mainframe Institution Detail record where Institution Capacity and Physical count are stored every day.	Annually	Average Number of Filled Beds for the Fiscal Year (divided by) the Average Capacity (# of Operational/Functional Beds) for the Fiscal Year	1.1.1, 1.2.1
			-1.50%	6.50%					
4	Level 2 Bed Utilization	105.30%	103.50%	100.00%	July 1 - June 30	Fiscal Year Average Bed Utilization Report - Information comes from Mainframe Institution Detail record where Institution Capacity and Physical count are stored every day.	Annually	Average Number of Filled Beds for the Fiscal Year (divided by) the Average Capacity (# of Operational/Functional Beds) for the Fiscal Year	1.1.1, 1.1.2
			-1.80%	-3.50%					
5	Level 3 Bed Utilization	96.80%	98.80%	97.00%	July 1 - June 30	Fiscal Year Average Bed Utilization Report - Information comes from Mainframe Institution Detail record where Institution Capacity and Physical count are stored every day.	Annually	Average Number of Filled Beds for the Fiscal Year (divided by) the Average Capacity (# of Operational/Functional Beds) for the Fiscal Year	1.1.1, 1.1.2
			2.00%	-1.80%					
6	Escapes from Level 3 (Maximum Security) Institutions	0.00%	0.00%	0.00%	July 1 - June 30	Governor's Dashboard	Annually	Count number of escape entries from the automated TRANCNT application. Division of Operations also reviews MINs, disciplinary and CLASSP escape entries to audit all possible escape type occurrences.	1.5.2
7	Cost Savings from Vacant FTEs of retirees (Proviso 89.89)	N/A	\$ 809,546	TBD	July 1 - June 30	Human Resources	Annually	Differential between new hire salary and retiree salary plus slippage.	3.3.1
		N/A	43.10%	25.00%					
8	GED/High School Diplomas Earned	863	794	818	July 1 - June 30	2014 (July 1 - June 30) Academic Goal Attainment	Annually	Provided by PUSD	2.1.2
			-8.00%	3.00%					
9	Vocational Certificates Earned	2,659	2,883	2,969	July 1 - June 30	2014 (July 1 - June 30) Academic Goal Attainment	Annually	Provided by PUSD	2.1.1
			8.42%	3.00%					
10	On the Job Training Certificates Earned	702	1,574	1,621	July 1 - June 30	2014 (July 1 - June 30) Academic Goal Attainment	Annually	Provided by PUSD	2.1.5
			124.22%	3.00%					
11	Employability Skills Curriculum Successes	0	0	500	June 30, 2016	2016 (July 1 - June 30) Academic Goal Attainment	Annually	Provided by PUSD	2.1.4
12	% Participation in Work Programs	73.80%	75.20%	78.20%	July 1 - June 30	Governor's Dashboard - % of June 30 Population with a work assignment	Annually	Percent of SCDC population on June 30th with a job assignment.	2.1.3
			-1.40%	3.00%					
13	3-Year Recidivism	27.50%	25.70%	25.00%	July 1 - June 30	Governor's Dashboard	Annually	A 3 year recidivism rate is calculated based on the releases of a fiscal year. The calculation occurs if an inmate returns to SCDC custody within three years after the release date. Inmates who died or left SCDC for appeals, or whose sentences were remanded, are not included in this recidivism analysis. The recidivism rate is the percentage of this group that returns to SCDC within that subsequent 3 year period.	2.1.6
			1.80%	-0.70%					
14	# of Worker's Comp Claims	184	203	197	June 30, 2017	ACCOUNTABILITY REPORT - WORKERS COMP CLAIM REPORTS	Annually	Count of Workers' Compensation claims reported during the fiscal year.	3.1.1
			10.33%	-3.00%					
15	Cost of Workers' Comp Claims	3.6	2.2	2.1	June 30, 2017	Loss Summary from State Accident Fund System	Annually		3.1.2
			-38.89%	-3.00%					
16	# of Chief Information Security Officers	0	0	1	July 1 - June 30	Human Resources	Once		3.2.1

Agency Name: SOUTH CAROLINA DEPARTMENT OF CORRECTIONS

Agency Code: N04 Section: 065

Fiscal Year 2013-14
Accountability Report

Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				TOTAL	FY 2013-14 Expenditures				TOTAL	Associated Objective(s)
		General	Other	Federal			General	Other	Federal			
I. INTERNAL ADMINISTRATION AND SUPPORT	Administrative functions critical to the operation of the Agency include: Office of General Counsel, Budget, Finance, Resource and Information Management, Construction and Maintenance, Agriculture and Food Services management, Vehicle Maintenance management, Human Resources, Canteen and Commissary.	\$ 14,435,946	\$ 1,143,264	\$ 153,480		\$ 15,732,690	\$ 14,703,618	\$ 1,333,556	\$ 138,315		\$ 16,175,489	1.1.1, 1.2.1, 1.2.2, 1.3.1, 1.4.4, 3.1.1, 3.1.2, 3.2.1, 3.2.2, 3.3.1
II.A. HOUSING, CARE, SECURITY & SUPERVISION	Safe and secure inmate housing within a structured and controlled environment that holds offenders accountable for their actions. Also, includes Medical, Canteen, Commissary, and Food operations.	\$ 266,881,617	\$ 5,889,051	\$ 841,670		\$ 273,612,338	\$ 274,178,439	\$ 4,725,937	\$ 1,114,340		\$ 280,018,716	1.1.2, 1.1.3, 1.1.4, 1.2.2, 1.4.1, 1.4.2 1.4.3, 1.5.2, 2.1.6
II.B. QUOTA ELIMINATION	FY14 Proviso 65.20. (CORR: Quota Elimination) Pursuant to Section 24-3-60 of the 1976 Code, upon notification by the county, the Department of Corrections shall accept newly sentenced inmates from each local jail and detention center. The department shall use the funds appropriated in this act for "Quota Elimination" to accomplish this initiative and to open a 96-bed unit at the MacDougall Correctional Institution and the 192-bed housing units at Kirkland Correctional Institution. The funds may not be transferred to any other program or used for any other purpose. For FY13, this balance was included in II.A. Housing, Care and Security to comply with FY13 schedule format.	\$ 1,967,720	\$ -	\$ -		\$ 1,967,720	\$ 1,967,720	\$ -	\$ -		\$ 1,967,720	
II.C. WORK & VOCATIONAL ACTIVITIES	Productive work and vocational skill development opportunities to assist the inmate population with their transition into the community upon release. Includes areas such as industries, agriculture, building maintenance, construction, grounds maintenance, food service and warehousing.	\$ 1,000,734	\$ 21,611,711	\$ -		\$ 22,612,445	\$ 809,163	\$ 22,406,363	\$ -		\$ 23,215,526	1.5.1, 3.3.2
II.D. PALMETTO UNIFIED SCHOOL DISTRICT #1	Academic, vocational, special education, library services and life skills intended to enhance community reintegration, the basic literacy skills, and the economic self-sufficiency of inmates.	\$ 2,733,693	\$ 2,516,518	\$ 1,179,895		\$ 6,430,106	\$ 2,982,482	\$ 2,336,420	\$ 1,140,380		\$ 6,459,282	2.1.1, 2.1.2, 2.1.4, 2.1.5
III.E. INDIVIDUAL GROWTH AND MOTIVATION	activities, inmate organizational activities, inmate visitation and correspondence, substance abuse, re-entry programs, grants, HIV/AIDS and sex offender counseling and special programs/services for youthful offenders.	\$ 3,048,119	\$ 283,478	\$ -		\$ 3,331,597	\$ 3,019,156	\$ 327,300	\$ -		\$ 3,346,456	2.1.1, 2.1.3, 2.1.5
III.F. PENAL FACILITIES INSPECTION SERVICE	SC Code of Laws 24-9-10 through 40: There is hereby a Jail and Prison Inspection Division under the jurisdiction of the Department of Corrections. The division will be responsible for inspecting at least annually every facility in this State housing prisoners.	\$ 110,016	\$ -	\$ -		\$ 110,016	\$ 109,615	\$ -	\$ -		\$ 109,615	
III.C. EMPLOYEE BENEFITS	This funded program accounts for all employee fringe benefits that are to be allocated within cost centers that have payroll expenditures.	\$ 76,150,588	\$ 4,989,329	\$ 307,359		\$ 81,447,276	\$ 79,349,802	\$ 4,955,360	\$ 341,198		\$ 84,646,360	
ALL OTHER	ONE-TIME NON-PROJECT SUPPLEMENTAL BUDGET (SAVIN & IRRIGATION SYSTEM)	\$ 116,995	\$ -	\$ -		\$ 116,995	\$ 1,532,311				\$ 1,532,311	
Total		\$ 366,445,428	\$ 36,433,351	\$ 2,482,404		\$ 405,361,183	\$ 378,652,306	\$ 36,084,936	\$ 2,734,233		\$ 417,471,475	
						\$ -					\$ -	
						\$ -					\$ -	
						\$ -					\$ -	
						\$ -					\$ -	

Agency Name: Department of Corrections

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Strategic Planning Template

Type	Item #	Description
Goal	Strat	Object
G	1	House, feed, and clothe inmates in secure and safe institutions until sentence completion.
S	1.1	Reduce overcrowding in Level 2 and Level 3 institutions.
O	1.1.1	A Bedspace Utilization Committee has been created that will monitor inmate population data and review options for re-designing beds or consider new construction on an ongoing basis.
O	1.1.2	Reduce the inmate population in Level 2 and Level 3 institutions to 100% or less and 97% or less bed utilization, respectively, by 2017.
O	1.1.3	Reassign restrictive housing beds to general population beds in Level 2 and Level 3 institutions by 50% by 2015.
O	1.1.4	Determine if any, or how many, Level 2 or Level 3 inmates can be housed safely in under-utilized Level 1 institutions.
S	1.2	Reduce under-utilization in Level 1 institutions.
O	1.2.1	Monitor the trend in the inmate population to determine if Level 1 bed utilization continues to drop.
O	1.2.2	If Level 1 bed utilization continues to drop, close or consolidate Level 1 institutions to achieve no less than 85% bed utilization by 2016 and redistribute or reduce staffing accordingly.
S	1.3	Reduce illegal inmate cellular phone usage.
O	1.3.1	Assess cell phone detection and illegal usage detection technology on an on-going basis for a product or products that will aid in the detection of illegal cell phones or render them ineffective.
S	1.4	Improve inmate and staff safety by the development and utilization of a validated risk-assessment instrument and Crisis Intervention training for staff.
O	1.4.1	Develop and implement a validated risk-assessment instrument for the male inmate population by 2015.
O	1.4.2	Reduce serious inmate on inmate assaults by 5% by 2015.
O	1.4.3	Reduce serious inmate on staff assaults by 5% by 2015.
O	1.4.4	Create an in-service training class on "Effective Communication and De-escalation Techniques" and require 100% of certified staff to complete during 2015 annual in-service mandatory training.
S	1.5	Prevent an increase in the current escape rate and/or reduce the number of escapes.
O	1.5.1	Install security cameras in 3 additional institutions each year until all institutions have acquired this technology.
O	1.5.2	Maintain a 0% escape rate from maximum security (Level III) institutions.
G	2	Prepare inmates for re-entry back into their communities by providing rehabilitation and self-improvement opportunities for inmates.
S	2.1	Provide inmates educational and vocational training.
O	2.1.1	Increase the number of inmates completing vocational programs by 3% per year.
O	2.1.2	Increase the number of inmates receiving a GED (of those who do not have a H. S. diploma) by 3% per year.
O	2.1.3	Increase the number of inmates in work programs by 3% per year.
O	2.1.4	500 inmates will successfully complete the newly implemented Employability Skills Curriculum by 2016.
O	2.1.5	Increase the number of On The Job Training Certificates awarded by 3% per year.
O	2.1.6	Reduce the overall recidivism rate to 25% by 2016.
G	3	Promote professional excellence, fiscal responsibility, and self-sufficiency.
S	3.1	Improve occupational safety.
O	3.1.1	Reduce the number of Workers' Compensation claims by 3% by 2017.
O	3.1.2	Reduce the cost of Workers' Compensation claims by 3% by 2017.
S	3.2	Enhance security of information technology (IT).
O	3.2.1	Hire a Chief Information Security Officer for the Agency.
O	3.2.2	Audit all SCDC institution/division by 2016 to ensure continued compliance with records management and Agency retention schedules.
S	3.3	Utilize resources more efficiently.
O	3.3.1	Manage vacant FTEs to realize personnel costs savings of 25% or greater each year.
O	3.3.2	Expand boiler control systems to additional institutions in 2015 to reduce energy costs via interruptible natural gas competitive rates.